The National Healthcare Leadership Conference gratefully acknowledges the generous support of its sponsors.
We are pleased to co-host the 2010 National Healthcare Leadership Conference (NHLC) and to welcome you to this premiere event.

Transforming Health: From Silos to Systems, is this year’s theme. The conference will provide a forum for health system leaders to share knowledge, to debate health system integration, and to discuss why addressing all aspects or determinants of health is essential to the well-being of Canadians. Keynote speakers, abstracts, workshops, panels, and poster presentations will explore the many ways that health system leaders can address various policy and system changes that will create an effective, efficient, and productive health system that delivers high quality, timely, and efficient care.

As moderator of the opening plenary sessions, Andrew Coyne, National Editor of *Maclean’s* magazine, will engage health system leaders, Fred Horne, Dr. Brian Postl, and Dr. Jim Nininger in a provocative discussion on the changing role of stakeholders in an integrated health system. During the second session Mr. Coyne will engage Dr. Vaughan Glover, Tony Dagnone and Dr. Michael Jackson in an insightful discussion on the role of patients in achieving an integrated health system. During both sessions, Mr. Coyne will encourage debate and audience participation.

Dr. Michael Jackson, Chairman of Shaping Tomorrow, will provide insight into factors and trends that will influence Canada and the world over the medium and long term.

Nora Spinks, leading authority on work-life harmony, will share proven practices to improve cross-generational communication.

Richard Worzel, leading forecaster and futurist, will close the conference by sharing techniques that participants can utilize to improve tomorrow’s health system.

*We invite you to explore the various ways health care organizations are working towards and achieving an integrated health system. Enjoy the conference!*

---

**Ray J. Racette, MHA, CHE**
President and Chief Executive Officer
Canadian College of Health Service Executives

**Pamela C. Fralick, MA**
President and Chief Executive Officer
Canadian Healthcare Association
### Sunday, June 6, 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>13:00</td>
<td>REGISTRATION</td>
<td>South East Concourse</td>
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<tr>
<td>13:00</td>
<td>CCHSE – Annual General Meeting and Ceremonies</td>
<td>Provincial Ballroom – Radisson</td>
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<tr>
<td>16:00</td>
<td>CHA – Annual General Meeting</td>
<td>Manitoba Ballroom – Radisson</td>
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<tr>
<td>16:00</td>
<td>Emerging Health Leaders’ Reception</td>
<td>Terrace Room – Radisson</td>
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<td>**Sponsored by: Emerging Health Leaders, Canadian Medical Association</td>
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<td></td>
<td><strong>and Regina Qu’Appelle Health Region</strong></td>
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### Monday, June 7, 2010

<table>
<thead>
<tr>
<th>Time</th>
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<th>Location</th>
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<tbody>
<tr>
<td>07:00</td>
<td>REGISTRATION</td>
<td>South East Concourse</td>
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<tr>
<td>07:15</td>
<td>BREAKFAST SESSIONS (Pre-registration only)</td>
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<tr>
<td></td>
<td>Celebrating Qmentum</td>
<td>Room 2E</td>
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<td></td>
<td><strong>Presented by: Accreditation Canada</strong></td>
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<td></td>
<td>The Need for Speed: Do Rapid Reviews Give Decision-Makers What They Need?</td>
<td>Pan-Am Room</td>
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<td><strong>Presented by: Canadian Agency for Drugs and Technologies in Health</strong></td>
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<td></td>
<td>Creating a Network of Health Leadership Excellence in Canada</td>
<td>Millennium Suite</td>
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<td></td>
<td><strong>Presented by: Canadian Health Leadership Network</strong></td>
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<tr>
<td></td>
<td>Creating Capacity</td>
<td>Room 16</td>
</tr>
<tr>
<td></td>
<td><strong>Sponsored by: TELUS Sourcing Solutions Inc.</strong></td>
<td>TELUS Health Solutions</td>
</tr>
<tr>
<td>07:15</td>
<td>CONTINENTAL BREAKFAST – EXHIBITS AND POSTER VIEWING (No pre-registration required)</td>
<td>East Concourse and Room 1/13</td>
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<tr>
<td>08:30</td>
<td>PLENARY – Welcome and Opening Ceremonies</td>
<td>Room 2-12</td>
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<tr>
<td>09:15</td>
<td>PLENARY – Whose System Is It Anyway? (Part 1)</td>
<td>Room 2-12</td>
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<tr>
<td>10:30</td>
<td>NETWORKING BREAK – EXHIBITS AND POSTER VIEWING</td>
<td>East Concourse and Room 1/13</td>
</tr>
<tr>
<td>11:00</td>
<td>PLENARY – Whose System Is It Anyway? (Part 2)</td>
<td>Room 2-12</td>
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<tr>
<td>12:15</td>
<td>LUNCHEON</td>
<td>Hall B</td>
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<tr>
<td></td>
<td>Presentation of the Robert Wood Johnson Awards</td>
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<td><strong>Sponsored by: Johnson &amp; Johnson Medical Products</strong></td>
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</table>
**Program-at-a-Glance**  •  National Healthcare Leadership Conference

**14:00 – 15:30**

### CONCURRENT SESSIONS

- 1. Integration and Collaboration  
  Room 2G
- 2. Integrating Knowledge into Decision-Making  
  Room 2F
- 3. Patient Safety  
  Pan-Am Room
- 4. Creating a Sustainable System through Clinical Integration  
  Millennium Suite
- 5. Workplace Mental Health – A Question of Leadership, Legal Persuasion and Opportunity  
  Room 15
- 6. Transforming Health – Moving to a Common Enterprise  
  Room 2E
- 7. Nor’West Co-op Community Health Centre and Winnipeg Regional Health Authority: Integration, Partnerships and the Community  
  Room 16
- 8. Enhancing Health Systems through Governance  
  Room 2H
- 9. Knowledge to Action: Advancing Health Care Reform through Knowledge Exchange and Social Marketing  
  Theatre

**15:30 – 16:00**

NETWORKING BREAK – EXHIBITS AND POSTER VIEWING  
East Concourse and Room 1/13

**16:00 – 17:00**

PLENARY – Skating to Where the Puck Is Going to Be ♦  
Room 2-12

**17:00 – 18:30**

CHAIRS’ RECEPTION  
Sponsored by: Borden Ladner Gervais LLP  
East Concourse and Room 1/13

**17:30 – 18:30**

Reception – Enhancing our Francophone Foundation  
Campaign A Room – Delta Winnipeg  
(By invitation only)

**19:00 – 23:30**

Mini Folklorama – SOCIAL EVENT (Optional)  
Hall B

---

**Tuesday, June 8, 2010**

**07:00 – 17:00**

REGISTRATION  
South East Concourse

**07:30 – 08:30**

BREAKFAST SESSIONS  
(Pre-registration only)

- Transforming Health with Electronic Health Record Systems  
  Room 2E  
  Presented by: Canada Health Infoway
- How Far Have We Come in Advancing Canada’s Health Care Agenda?  
  Pan-Am Room  
  Presented by: Health Council of Canada
- Coming Soon to a Hospital Near You: CIHI Tool to Improve Performance  
  Millennium Suite  
  Presented by: Canadian Institute for Health Information
- Achieving System Transformation through Leadership Excellence  
  Room 16  
  Presented by: Canadian College of Health Service Executives

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Simultaneous interpretation
Radisson – Radisson Hotel Winnipeg Downtown
CHE – Certified Health Executive®
FCCHSE – Fellow of the Canadian College of Health Service Executives
<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>07:30 – 08:45</td>
<td>CONTINENTAL BREAKFAST – EXHIBITS AND POSTER VIEWING (No pre-registration required)</td>
<td>East Concourse and Room 1/13</td>
</tr>
<tr>
<td>09:00 – 10:30</td>
<td>PLENARY – They...Them...Those! Communicate and Collaborate Effectively by Leveraging Generational Diversity</td>
<td>Room 2-12</td>
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<tr>
<td>10:30 – 11:00</td>
<td>NETWORKING BREAK – EXHIBITS AND POSTER VIEWING</td>
<td>East Concourse and Room 1/13</td>
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<tr>
<td>11:00 – 12:00</td>
<td><strong>CONCURRENT SESSIONS</strong></td>
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<td></td>
<td>10. Citizen Engagement</td>
<td>Pan-Am Room</td>
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<td></td>
<td>11. Effectiveness of Interventions</td>
<td>Room 16</td>
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<td></td>
<td>12. Partnerships</td>
<td>Room 2G</td>
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<td></td>
<td>13. Integration and Collaboration</td>
<td>Room 2F</td>
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<td></td>
<td>14. Knowledge Transfer</td>
<td>Room 2E</td>
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<td></td>
<td>15. Public Expectations</td>
<td>Millennium Suite</td>
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<td></td>
<td>16. Governance</td>
<td>Theatre</td>
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<tr>
<td></td>
<td>17. Integrating Knowledge into Decision-Making: EXTRA Interventions</td>
<td>Room 2H</td>
</tr>
<tr>
<td>12:00 – 13:30</td>
<td>LUNCHEON</td>
<td>Hall B</td>
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<tr>
<td></td>
<td>Presentation of 3M Health Care Quality Team Awards</td>
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<td><strong>Sponsored by: 3M Health Care</strong></td>
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<tr>
<td>13:45 – 15:15</td>
<td><strong>CONCURRENT SESSIONS</strong></td>
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<td></td>
<td>18. Collaboration</td>
<td>Millennium Suite</td>
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<td></td>
<td>19. Quality and Efficiency</td>
<td>Pan-Am Room</td>
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<td></td>
<td>20. Patient Flow: Working Together to Have the Right System for the Right Patient</td>
<td>Room 2H</td>
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<td></td>
<td>21. Putting Patients First: How Saskatchewan is Approaching System-Wide Transformation</td>
<td>Room 2G</td>
</tr>
<tr>
<td></td>
<td>22. Effective Governance for Quality and Patient Safety</td>
<td>Theatre</td>
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<td></td>
<td>23. Creating Innovative Community Partnerships to Address the Socio-Economic Determinants of Health: Integrating Resources and Services to Improve Outcome</td>
<td>Room 2F</td>
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<tr>
<td>15:15 – 15:45</td>
<td>NETWORKING BREAK – EXHIBITS AND POSTER VIEWING</td>
<td>East Concourse and Room 1/13</td>
</tr>
<tr>
<td>15:45 – 16:45</td>
<td>PLENARY – You’ve Seen the Future: Now What?</td>
<td>Room 2-12</td>
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<tr>
<td>16:45 – 17:00</td>
<td>PLENARY – Closing Remarks</td>
<td>Room 2-12</td>
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</tbody>
</table>
Each year Winnipeg hosts a two-week multicultural festival called Folklorama. It is the largest and longest running multi-cultural festival of its kind in the world. Feature countries operate venues which showcase the sights, sounds and tastes of their unique culture.

This event will bring four corners of the world to the National Healthcare Leadership Conference featuring an exciting array of entertainment from several dance troupes who will perform their culture’s traditional dances. A buffet dinner will include a great mix of ethnic foods.

A limited number of tickets for this evening of networking and entertainment are available at the Registration Desk at the cost of $85 (plus GST). Tickets must be purchased prior to 11:00 on Monday, June 7.

Monday, June 7
19:00 – 23:30
WINNIPEG CONVENTION CENTRE
CONFERENCE OVERVIEW
The conference will use interactive sessions to engage participants in discussion and knowledge sharing. The program will offer varied concurrent sessions allowing participants to pursue their particular areas of interest and expertise. To this end, the conference will offer the following types of sessions:

- Plenary presentations will focus on the various aspects of Canada’s health system and engage participants in discussion and debate;
- Concurrent sessions will feature panel presentations, workshops and oral abstract presentations, grouped by theme. Adequate time will be allotted for audience participation through questions and answers; and
- Posters will be displayed Monday and Tuesday with authors available to respond to questions during networking breaks.

SIMULTANEOUS INTERPRETATION
Simultaneous interpretation will be provided for plenary sessions. Sessions with interpretation are identified with a headset 🎧. Concurrent sessions will be presented in the language of submission. Headsets will be available at the Interpretation Services Desk situated in the East Concourse. Delegates will be required to leave a credit card number as a deposit until the headset is returned.

ABSTRACTS
Abstracts for oral and poster presentations are available on the conference website (if the author(s) has given authorization to publish). Presenting authors are identified in bold in the program.

www.healthcareleadershipconference.ca

EXCELLENCE IN HEALTH LEADERSHIP AWARDS
We are pleased to profile the 2010 recipients from the Canadian College of Health Service Executives and the Canadian Healthcare Association’s national awards programs. Excellence in Health Leadership provides delegates the opportunity to view award-winning achievements. Please make sure to visit our Excellence in Health Leadership area located near the poster board displays.

BADGE IDENTIFICATION
Badges are colour-coded based on registration category and allow admission to all program sessions, refreshment breaks, Monday and Tuesday luncheons and the Chairs’ Reception. Delegates must wear their name badge to gain admission to these events. Colour code designations are as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Color</th>
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<tbody>
<tr>
<td>Full Conference</td>
<td>Blue</td>
</tr>
<tr>
<td>Monday only</td>
<td>Purple</td>
</tr>
<tr>
<td>Tuesday only</td>
<td>Red</td>
</tr>
<tr>
<td>Presenters</td>
<td>Green</td>
</tr>
<tr>
<td>Exhibitors</td>
<td>Black</td>
</tr>
<tr>
<td>Media</td>
<td>Orange</td>
</tr>
<tr>
<td>Volunteers</td>
<td>Teal</td>
</tr>
<tr>
<td>Staff</td>
<td>Yellow</td>
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</table>

Board members of the Canadian College of Health Service Executives (College) and the Canadian Healthcare Association (CHA), past chairs, sponsors, and College chapter chairs are identified with a ribbon.

Maintenance of CHE Certification (MOC)

Attendance at this program entitles certified Canadian College of Health Service Executives members (CHE/Fellow) to 13 Category 1 credits toward their maintenance of certification requirement.
REGISTRATION AND INFORMATION DESK HOURS
Winnipeg Convention Centre

<table>
<thead>
<tr>
<th>Day</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Sunday, June 6</td>
<td>13:00 – 17:30</td>
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<tr>
<td>Monday, June 7</td>
<td>07:00 – 17:30</td>
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<tr>
<td>Tuesday, June 8</td>
<td>07:00 – 17:00</td>
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</table>

BREAKFAST SESSIONS
Attendance at the breakfast sessions is by pre-registration only. For those not registered for a breakfast session, continental breakfast is available in Room 1/13 and the East Concourse on Monday and Tuesday.

REFRESHMENT BREAKS / POSTERS AND EXHIBITS
Continental breakfast will be offered at 07:15 on Monday and 07:30 on Tuesday in the poster/exhibit area situated in Room 1/13 and the East Concourse. Coffee, tea and juice will be offered during the morning and afternoon networking breaks. Posters and exhibits are also located in these areas.

MINI FOLKLORAMA – CELEBRATING CULTURAL DIVERSITY
June 7 • 19:00 – 23:30
This event will bring four corners of the world to the National Healthcare Leadership Conference featuring an exciting array of entertainment from several dance troupes who will perform their culture’s traditional dances. A buffet dinner will include a great mix of ethnic foods.

Come celebrate the diversity of Winnipeg in this colourful and entertaining evening!

A limited number of tickets for this evening of networking and entertainment are available at the Registration Desk at the cost of $85 (plus GST). Tickets must be purchased prior to 11:00 on Monday, June 7.

CONFERENCE ETIQUETTE
We are pleased to offer a smoke-free environment. We ask for your cooperation in refraining from wearing scented products in consideration of those who may have severe allergies.

All cellular telephones, Blackberries and pagers should be turned off or set to vibrate during sessions.

MESSAGES
There will be no paging of participants. Individuals wishing to contact conference participants should leave a message at their hotel. A message board will also be available by the Registration and Information Desk.

HOTEL INFORMATION
Delta Winnipeg
350 St. Mary Avenue, Winnipeg, Manitoba R3C 3J2
Tel: 204-942-0551

Radisson Hotel Winnipeg Downtown
288 Portage Avenue, Winnipeg, Manitoba R3C 0B8
Tel: 204-956-0410

Place Louis Riel Suite Hotel
190 Smith Street, Winnipeg, Manitoba R3C 1J8
Tel: 204-947-6961

The Fairmont Winnipeg
2 Lombard Place, Winnipeg, Manitoba R3B 0Y3
Tel: 204-985-6240
**Conference Host**

*Rosalyn Robinson* is a retired leader who has been serving as a consultant to health care organizations in Manitoba, Saskatchewan and Northwestern Ontario. Ms. Robinson has held senior positions in acute care, long term care, and Manitoba Health. She has been Chair of the College's Manitoba Chapter, and served on the Provincial Health Care Leadership Forum Steering Committee for the past 12 years. She has also chaired the Manitoba QNET Excellence Conference Planning Committee for the past five years. Ms. Robinson is President of the Canadian Deafblind Association, Manitoba Chapter, and serves as Vice President, Administration and Finance on their National Board of Directors.

“**I am delighted to welcome delegates to the 2010 National Healthcare Leadership Conference and to Manitoba Homecoming 2010. Please enjoy an exciting conference and partake of the many special Manitoba events.”**

*Marilyn Robinson, CHE – Health Care Leader (retired)*

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**Hay Group**

Hay Group is a global consulting firm that works with leaders to transform strategy into reality.
Our focus is on making change happen and helping people and organizations realize their potential.

- Planning
- Operational Improvement
- Organizational Effectiveness
- Human Resources Management
- Reward Programs

Hay Group is une société internationale de conseil en gestion travaillant avec des leaders en vue de transformer leur stratégie en résultats concrets.
Notre objectif premier est de concrétiser les changements et d’aider les personnes et les entreprises à réaliser leur potentiel.

- Planification
- Amélioration des opérations
- Efficacité organisationnelle
- Gestion des ressources humaines
- Programmes de rémunération

---

**Hay Group**

Conseils en gestion d'établissements de santé
Bureau 700
121, rue King ouest
Toronto (Ontario)
M5H 3X7

**Contact:**
Mark Hundert,
Directeur national
Tél. : +1.416.868.1371
Téléc. : +1.416.868.0362

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**Hay Group**

Conseils en gestion des secteurs de santé
Bureau 700
121, rue King ouest
Toronto (Ontario)
M5H 3X7

**Contact:**
Mark Hundert,
Directeur national

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**Hay Group**

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Bureau 700
121, rue King ouest
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M5H 3X7

**Contact:**
Mark Hundert,
Directeur national
Tél. : +1.416.868.1371
Téléc. : +1.416.868.0362

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- HR attraction, retention and growth challenges?
- insufficient capital and operating budgets?
- increasing accountability expectations?

We can enable you to attract, retain and grow top talent and create more capacity.

Join Mark Dixon’s, breakfast session titled “Creating Capacity” on June 7th to learn about new systems and ways of doing business.

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WE BROADEN
Canadians’ understanding by presenting complex health care issues in clear ways.

WE SHINE A LIGHT
on innovation and best practices.

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07:00 – 17:30  
**REGISTRATION**  
*South East Concourse*

13:00 – 15:00  
**CCHSE – Annual General Meeting and Ceremonies**  
*Provincial Ballroom – Radisson*

16:00 – 17:30  
**CHA – Annual General Meeting**  
*Manitoba Ballroom – Radisson*

16:00 – 18:00  
**Emerging Health Leaders’ Welcome Reception**  
*Terrace Room – Radisson*

Emerging Health Leaders and the National Health Leadership Conference welcome new health leaders from across the country to gather for an informal networking cocktail reception to kick-off the 2010 NHLC. Join your colleagues to share personal reflections on leadership opportunities and challenges both within and beyond the health sector and hear from Graham Gaylord, Aramark Emerging Health Leader scholarship recipient, about his participation in the College’s 2010 Sweden Study Tour.

Whether connecting with old colleagues, or meeting new health leaders – this is an event you don’t want to miss!

*Sponsored by: Emerging Health Leaders, Canadian Medical Association and Regina QuAppelle Health Region*

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Monday, June 7, 2010

07:15 – 08:15  
**BREAKFAST SESSIONS**  
*(Pre-registration only)*

**Celebrating Qmentum**  
*Room 2E*

Start your conference with a celebratory breakfast!

Join Wendy Nicklin, President and Chief Executive Officer, and Bernadette MacDonald, Vice President of Programs and Services, as Accreditation Canada marks the two-year anniversary of the release of the Qmentum accreditation program.

Accreditation is a powerful tool for accountability in health care. Qmentum, introduced in 2008, enables health care organizations to use accreditation effectively and easily as a roadmap for quality and safety. We know some of our client organization CEOs will be in attendance, and this breakfast session is our opportunity to thank you for your support and to present a token of our appreciation for your leadership and commitment to improving the quality of health care in Canada.

Wendy and Bernadette will also provide an update on enhancements to Qmentum and talk about future directions.

**SPEAKERS:**

*Wendy Nicklin, CHE – President and CEO, Accreditation Canada*

*Bernadette MacDonald – Vice President, Programs and Services, Accreditation Canada*
The Need for Speed: Do Rapid Reviews Give Decision-Makers What They Need?

In the current context of evidence-based decision-making, health care leaders need reliable, relevant information on new drugs and health technologies and often they need it quickly. To meet this need, the Canadian Agency for Drugs and Technologies in Health (CADTH) and other organizations have developed ways to speed up established comprehensive assessment processes to deliver evidence-informed results in a fraction of the usual time. This session will outline the advantages and disadvantages of rapid reviews as compared to comprehensive assessments for informing drug and health technology decisions in Canada. It will include examples of recent CADTH rapid reviews and their use in clinical and policy decision-making.

SPEAKERS:
Barb Shea – A/Senior Vice President, Science Directorate, Canadian Agency for Drugs and Technologies in Health (CADTH)
Lesley Dunfield – Manager, Health Technology Inquiry Service, Canadian Agency for Drugs and Technologies in Health (CADTH)

Creating a Network of Health Leadership Excellence in Canada

CHLNet is committed to working with others to identify, develop, support and celebrate excellence in health leadership. Following a brief recap of the evolution of CHLNet, this interactive session will focus on four critical areas: the adoption of LEADS in a Caring Environment as the pan-Canadian capabilities framework; the completion of the first-ever Canadian Leadership Development Inventory; the development of a Network of Centres of Excellence in Health Leadership Research that bridges the academic and decision-maker communities; and the development (with our partners at the College and Leaders for Life) of a state-of-the-art, customized health leadership toolbox.

SPEAKERS:
Don Philippon, CHE – Co-Chair, CHLNet
Elma Heidemann, FCCHSE – Co-Chair, CHLNet
Graham Dickson – Professor Emeritus, Royal Roads University
Bill Tholl – Executive Director, CHLNet
Creating Capacity

With an aging workforce, prices for talent constantly rising and competition from the private sector, attracting and retaining good employees in the health care sector will continue to be a major challenge. It will take courage to look at new systems and ways of doing business to help ensure that there is enough talent in the public sector to continue to deliver the key services the public has come to rely on and expect. Today, the innovative leaders in human resources and talent management are already poking their heads above the rest and using new technology, techniques and HR strategies to fill their vacancies and create more capacity within their systems.

**SPEAKER:**
Mark Dixon – Vice President, Business Development, TELUS Sourcing Solutions Inc.

**Sponsored by:** TELUS Sourcing Solutions Inc.

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<td><strong>PLENARY – Welcome and Opening Ceremonies</strong></td>
<td>Room 2-12</td>
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<tr>
<td>09:15 – 10:30</td>
<td><strong>PLENARY – Whose System Is It Anyway? (Part 1)</strong></td>
<td>Room 2-12</td>
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For years policy-makers and managers have promoted the concept of an integrated approach to health. However, barriers to integration have been numerous, and complex – supply and demand of human resources, program structure and implementation approaches, funding and the multiplicity of jurisdictions, to name only a few. Perhaps most profoundly, the funding of the health system, as originally established, has unintentionally facilitated the creation and entrenchment of silos in the system. Various stakeholders have taken ownership of the system, but ownership cannot mean exclusive/isolated control or stewardship.

Over the years, service delivery, technology and demographics have changed and the health system has evolved. The current sustainability crisis is presenting us with what is arguably an unprecedented opportunity to consider significant change. But from what to what? This session will look at the historical and changing role of each stakeholder in an integrated health system. What is their role in maintaining function while transitioning to an integrated system?

**PANELISTS:**
Fred Horne – Member of Legislative Assembly for Edmonton-Rutherford (Alberta)
Brian Postl – Incoming Dean, Faculty of Medicine, University of Manitoba
Jim Nininger – Chairman, Community for Excellence in Health Governance

**MODERATOR:**
Andrew Coyne – National Editor of Maclean’s Magazine

Fred Horne was elected to his first term as a Member of the Legislative Assembly (MLA) for Edmonton-Rutherford on March 3, 2008.

In addition to his regular duties as MLA, Mr. Horne serves as parliamentary assistant to the Minister of Seniors and Community Supports, and as a member of the following Legislature committees:

- Standing Committee on Health (Chair)
- Standing Committee on Legislative Offices

Previous committee involvement includes membership on the Select Special Chief Electoral Officer Search Committee.
Prior to serving with the Legislative Assembly of Alberta, Mr. Horne worked as a health policy consultant for over 25 years, serving various government bodies and regional health authorities in addition to the public, private and not-for-profit sectors. Throughout his career Mr. Horne led initiatives to improve access and quality in Canadian public health care and has worked extensively with the Conference Board of Canada, the Alberta government and the Mayo Clinic.

Mr. Horne holds a master of business administration degree from Royal Roads University and a postgraduate certification in dispute resolution from York University. An avid volunteer, Mr. Horne has served on numerous boards including, the Alberta Mental Health Board, Athabasca University, Mediation and Restorative Justice Centre of Edmonton and the Canadian Student Debating Federation.

Additionally, Mr. Horne is a former debater and coached Team Canada at the World Schools Debating Championships. For his continued contributions to the development of debate and speech programs, Mr. Horne received the Queen Elizabeth II Golden Jubilee Medal in 2002.

A graduate of the University of Manitoba, receiving the Royal College Fellowship in Community Medicine, Dr. Brian Postl has garnered an extensive list of academic and professional achievements in his medical career spanning more than 30 years.

Prior to his appointment as the President and CEO of the Winnipeg Regional Health Authority in 1999, Dr. Postl headed the Department of Pediatrics and Community Health Services at the University of Manitoba. He has served on 130 committees in Manitoba and currently serves on national boards and committees in various capacities. He is currently Chair, Canadian Health Services Research Foundation, Vice-Chair, Canadian Institute for Health Information, and Board member, Canada Health Infoway. In 2005 the Government of Canada appointed him the Federal Advisor on Wait Times, to develop the national report on access to health services, released in July 2006. Most recently he was appointed as Dean of Medicine for the Faculty of Medicine at the University of Manitoba, his five year term commencing July 1, 2010.

His research, published works and professional involvements have focused on Aboriginal child health, circumpolar health and human resource planning. These endeavors combined with his experience as a visiting pediatrician to communities in Northern Manitoba and Nunavut contributed to Dr. Postl earning numerous awards and honours throughout his career.

Dr. Jim Nininger serves on the board of directors of Power Corporation of Canada, where he chairs the audit committee and is a member of the compensation committee; and the board of management of the Canada Revenue Agency. His other recent board involvement has included the Canadian Pacific Railway Company.

Dr. Nininger is currently Chair of the Board of the Community for Excellence in Health Governance, which is a web-based initiative aimed at excellence in the governance of health organizations in Canada.

From 1978 to 2001, Dr. Nininger was President and Chief Executive Officer of the Conference Board of Canada. The Conference Board is Canada’s premier independent research organization in the areas of economics, management and public policy. From 2001 until 2003 he was a Visiting Fellow at the Canadian Centre for Management Development.

Prior to joining the Conference Board, Dr. Nininger was on the faculty of the School of Business at Queen’s University. In addition to teaching, he was actively involved in research and consulting.

In June 1999, he received an Honourary Degree from the University of Ottawa. In October 2001, he received the Honourary Associate Award, the Conference Board of Canada’s highest honour.
MODERATOR:
Andrew Coyne is the National Editor of Maclean’s magazine. Raised in Winnipeg, Mr. Coyne received a B.A. in Economics and History from Trinity College, University of Toronto and a Master’s in Economics from the London School of Economics. As the former national affairs columnist for the National Post, he has also been an editorial writer and columnist for the Financial Post, the Globe and Mail, and the Southam newspaper chain. In addition, he writes regularly for a number of Canadian and foreign publications, and is a frequent commentator on television and radio.

Mr. Coyne has been nominated for four National Newspaper Awards, winning twice, and a National Magazine Award. He is also a past recipient of the Hyman Solomon Award for Excellence in Public Policy Journalism. Mr. Coyne is a Fellow of the new School of Public Policy and Governance at the University of Toronto.

10:30 – 11:00 NETWORKING BREAK – EXHIBITS AND POSTER VIEWING  
East Concourse and Room 1/13

11:00 – 12:15 PLENARY - Whose System Is It Anyway? (Part 2)  
Room 2-12

As both users of the health system and taxpayers, patients also have ownership of the system. However, wait times and difficulties in access to services and providers have left the patient wondering if they have any say in how the system is run. This session will address ownership and representation of the public/patients, and their role in identifying health care priorities as well as adequate and appropriate care. How can patients assist in encouraging innovation? Who is the voice of the patient, of vulnerable populations? How are their issues brought to the forefront and addressed? What is the role of the citizen groups and of patient advocates? How do patient/consumer health needs become integrated into policy?

PANELISTS:
Tony Dagnone, FCCHSE – Commissioner, Saskatchewan Patient First Review
Vaughan Glover – President, Canadian Association for People-Centred Health
Michael Jackson – Chairman and CEO, Shaping Tomorrow (UK)

MODERATOR:
Andrew Coyne – National Editor of Maclean’s Magazine

Tony Dagnone has more than 38 years experience in the health care sector, 25 of which have been as Chief Executive Officer.

After spending more than two decades at Royal University Hospital in Saskatoon, Saskatchewan, Mr. Dagnone went to London in 1992 as the President and CEO of University Hospital. In 1995, University Hospital merged with Victoria Hospital and became the London Health Sciences Centre (LHSC) and Mr. Dagnone was appointed President and CEO.

His career achievements include the visioning, planning, and redevelopment of over $500 million of new health care facilities.

Over the years he has held a number of leadership and board positions at the provincial, national and international level. Mr. Dagnone is past Chair of the Ontario Hospital Association, past Chair of the Canadian College of Health Service Executives and past Chair, Change Foundation. He currently serves as Chair of the OHAfrica Board, as well as the Chair, Advisory Board for Leaderhealth, a Geneva based consulting firm.

In 1991, he was granted the Order of Canada for his work in the community and leadership in health care. In 2003, he was awarded the Queen’s Jubilee Medal. In 2005, Mr. Dagnone was the recipient of the Canadian College of Heath Service Executives (College) Distinguished Service Award as a testament to his extraordinary contributions to the field of health care management. He is a Fellow of the Canadian College of Health Service Executives and a Fellow of the American College of Healthcare Executives. He was granted the first Honourary Life Member Award in June 2008 by the Canadian College.
Dr. Vaughan Glover graduated from the University of Toronto faculty of dentistry in 1973. Dr. Glover has been a life-long advocate for a health care system that puts the patient at the centre. His vision of the health system is not concentrated on sickness, but focused on health and wellness.

Dr. Glover is the author of *Journey to Wellness: Designing a People-Centred Health System for Canadians*, a book that presents a compelling argument, as well as proactive steps, for realizing this vision. With Electronic Health Record (EHR) technology fueling a paradigm shift in the health care system in the next few years, Dr. Glover advocates that “we, the patients, must lead the way in building the next generation of health care in our country”. Dr. Glover acknowledges that this is a critical period for the future of Canada’s health care system, and believes that, if changes in the system will be introduced with vision and leadership, the upcoming paradigm shift will have the potential to bring about an evolutionary change in health care. If, however, the change will be blindly introduced, it will bring chaos or system collapse.

Dr. Glover is a founding member and president of the Canadian Association for People-Centred Health (CAPCH), a grass-roots organization dedicated to finding ways to make our health care system more responsive to the needs of Canadians. He is also a founding member and president of the People-Centred Health Institute (PCHI).

Dr. Michael Jackson speaks on business subjects including leadership, using foresight for competitive advantage, sustainability, health care, education, customer loyalty and retention, business process re-engineering, change management, building strategic visions and values and people motivation and communications, ethics, alliances and corporate governance: he has many published articles on these subjects. He has over thirty years’ experience in Business Management in the UK, North America and Europe.

Dr. Jackson is a Founding Member and Chairman of Shaping Tomorrow. He also advises businesses on dramatically improving their competitiveness through pioneering work on practical Sustainable Business Strategies. He was previously CEO and a senior executive responsible for several dramatic turnarounds in international and national banking businesses. His efforts were recognized by awards presenters, case study writers and universities for his contribution in advancing business thinking. He is able to relate his extensive experience of foresight, strategy and change management so that others can leave armed with new ideas to implement positive change right away.

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14:00 – 15:30  

**CONCURRENT SESSIONS**

**Session 1 – Integration and Collaboration**  
Room 2G

Health care integration requires effective teamwork, communication, and the commitment to deliver integrated care. This session will focus on recommendations and lessons learned from projects in four provinces, the strategies developed, physician engagement and the progress achieved towards an integrated system.

**ABSTRACTS:**

**Patient-Centred Care as an Enabler of System Integration**

*Joseph Bornstein – KPMG LLP*

*Stephen Hogg – KPMG Advisory*

*Pauline Rousseau – Saskatchewan Ministry of Health*

**Manitoba Patient Access Tools**

*Brie DeMone – Manitoba Health and Healthy Living (MHHL)*

*Luis Oppenheimer – Winnipeg Regional Health Authority/University of Manitoba/MHHL*

**NAVNET: An Integrated and Coordinated Systems Response to Working with Individuals with “Complex Needs” in St. John’s**

*Lisa Zigler – Eastern Health*

**Re-engaging Family Physicians: Creating a District Department**

*Rick Gibson, Kim Peterson – Capital Heath*

**Session 2 – Integrating Knowledge into Decision-Making**  
Room 2F

Organizations use information strategically in three areas: to make sense of change in their environment; to create new knowledge for innovation; and to make decisions about courses of action. The presentations in this session will provide examples of tools, resources and strategies used by system leaders to integrate knowledge into the decision-making process towards improving performance and efficiency.

**ABSTRACTS:**

**Conceptualizing and Measuring Integration: Tools and Resources for System Leaders**

*Valerie S. Grdisa – KPMG LLP*

**Quality Improvement and Service Coordination through Dashboard Indicators**

*Dennis Stavrou, Sheri J. Cunningham, Lynda McAllister – Pictou County Health Authority*

**ER/ALC Stocktake Report**

*Julian Martalog, CHE, Lori McKinnon – Cancer Care Ontario*

**Session 3 – Patient Safety**  
Pan-Am Room

Improving patient safety is one of the nation’s most pressing health care challenges. Every patient is entitled to receive safe, appropriate, and effective quality care. Attend this session to learn about new evidence-based tools, lessons learned from Newfoundland’s Commission of Inquiry and innovative client care strategies used in mental health facilities.

**ABSTRACTS:**

**Safety across the Silos: New Evidence-based Tools from CIHI**

*Nancy White – Canadian Institute for Health Information*

**Patient Disclosure and What is Needed: A Case Presentation**

*Lisa Y. Adams, CHE – Eastern Health*
Innovative Client Care Strategies Stemming from the Collaborate Recovery Model to Reduce Acts of Violence and Aggression in Health Care

Patricia Boucher – Health and Safety Association for Government Services
Debra Churchill – Ontario Shores

Session 4 – Creating a Sustainable System through Clinical Integration

Clinical Integration can lead to a more sustainable health care system by improving access, staff satisfaction, and quality and patient outcomes. To achieve such a system first requires a change in the way we are structured and then a change in how we plan, organize and deliver our services. This is more than reorganization – it is a cultural shift for our leaders, staff, physicians and the people we serve.

Fraser Health (FH) is in the process of reorganizing its services and its leadership into programs to support clinical integration. What sets FH apart from other jurisdictions who have implemented a programmatic model to support clinical integration is the magnitude of this change. Fraser Health is implementing program management across 12 hospitals and communities and has restructured its entire leadership from vice presidents and physicians to directors, managers and support Services.

The design work to support this realignment was conducted by three multidisciplinary teams supported by one executive lead to set the direction and a project support person to guide the process. Each team included cross representation to ensure consistency and alignment of direction.

Literature reviews, employee and physician engagement, consistent communication and the development of a framework and implementation plan were some of the key activities undertaken.

This initiative is acknowledged as a structural change but it is also a cultural change. In order to achieve an integrated system, our staff, physicians and leaders need to work together in a collaborative manner and shift from a site based to a system based approach of care delivery. This requires different leadership competencies which FH is supporting through a leadership development program specifically designed to help its leaders work collaboratively.

Fraser Health will complete its structural changes by January 2010. FH has committed to evaluating both the process followed to implement this new structure as well as the outcomes achieved.

Presenters:
Linda Revell, Tom Ward, Nigel Murray – Fraser Health Authority

Moderator:
Annie Smith – Fraser Health Authority

Session 5 – Workplace Mental Health - A Question of Leadership, Legal Persuasion and Opportunity

The presenters, as a panel, will discuss four key areas related to mental health in the workplace.

Dr. Arnold will present key information on the WAC’s recently launched Leadership Initiative. The Initiative (http://www.mhcalleadership.ca/) is designed to provide senior organizational leaders with an understanding of the need for a systematic approach to mental health in the workplace and a blueprint for action. Dr. Shain will provide the audience with essential information on why Canadian jurisprudence is demanding that Canadian workplaces provide psychologically safe workplaces just as the Health and Safety Acts require that employers provide physically healthy and safe workplaces. Dr. Bilsker will speak of the challenges of evaluating mental health risks and disorder prevalence in organizations more generally (organizational self-management), with examples of specific strategies such as GuardingMinds@Work. Dr. Enns will round out the discussion with a case presentation on the development of a study on workplace mental health in a health care delivery organization.

Panelists:
Martin Shain – Neighbour at Work Centre®
Dan Bilsker – Simon Fraser University
Murray Enns – University of Manitoba

Moderator:
Ian Arnold – Mental Health Commission of Canada
Session 6 – Transforming Health - Moving to a Common Enterprise

Provincial governments and health leaders face escalating pressures in planning, funding, leading and managing the current health care system. Rising costs, increasing demand, and an available workforce are key constraints for which there are not quick or easy solutions. Compounding these challenges, citizens expect continued if not higher service levels. The gap between what is desired and what can be delivered is growing, and will widen if the current system does not change. Within these challenges lie the seeds of transformation.

Recognizing this challenge and seeking a deeper understanding of the issues and possibilities, the Saskatchewan Government committed to undertake a system–wide ‘Patient First’ review of the provincial health delivery system. This panel discussion focuses on the corporate management assessment involving a comparative review of administrative resourcing across the province. The review examined the question of whether the current system is ‘over’ or ‘under’ managed, and then identified change opportunities that reflect both leading practices and four values: patient focus, workforce focus, system focus and overall feasibility.

Taking a provincial perspective, the goal was to provide a ‘big picture’ understanding of current and anticipated challenges related to the delivery of corporate services, and to generate opportunities for system benefit rather than focusing at the individual RHA provider level.

This review’s findings confirm the need for change, and that the current system is not equipped for current and future challenges. The transformation opportunities identified are intended to deliver positive outcomes that provide more effective management, deliver better service and address sustainability challenges facing many management teams across Saskatchewan.

Each panelist will present their unique perspective on the findings, the opportunities and rationale, lessons learned in Saskatchewan as well as other jurisdictions, and go forward success requirements.

Panelists:
Tony Dagnone, FCCHSE, Ted Warawa – Saskatchewan Ministry of Health

Moderator:
Dalton Truthwaite, CHE – Deloitte

Session 7 – Nor’West Co-op Community Health Centre and Winnipeg Regional Health Authority: Integration, Partnerships and the Community

This panel session will showcase a successful Interdisciplinary Team consisting of Nor’West Co-op Community Health Centre and Inkster Public Health Team and what factors are critical to the collaborative practice. This practice has supported various innovative strategies to address health inequalities and inequities in the Winnipeg’s inner city community, offer many points of access to services and support the interface between public health, primary care and other sectors. This team has received Co-operative Achievement Award from the Manitoba Co-Op Association and Interdisciplinary Health Care Team Award from CRNM.

The panelists will illustrate key examples and case scenarios of innovative and collaborative projects that have been implemented. Results from two formal evaluations completed in 2009 will be also showcased: 1) Formative Evaluation of Inkster in Action: Facilitating Active Living and Healthier Eating in the Inkster Community and 2) Formal Evaluation using Appreciative Enquiry process of the Interdisciplinary Collaborative Practice of Nor’West Community Health Centre and Winnipeg Regional Health Authority Public Health Team: staff, partner and client perspectives.
Factors such as co-location, culture, common goals and values and integrated processes have been identified by both Formative Evaluations as keys for successful interdisciplinary community practice that is advantageous for both health care providers and clients. Challenges and strategies have also been identified to further support successful integration and partnerships.

Participants will gain greater understanding of how Interdisciplinary Teams and integrated initiatives such as Inkster in Action are effective ways to improve client outcomes and access to primary health care and social services in the community. Participants will learn that integration and collaboration can result in providers’ enhanced understanding of clients and community, more inclusive health services, improved accessibility and increased awareness of health issues.

**PANELISTS:**

* Nancy Heinrichs, Michelle Kirkbride – Nor’West Co-op Community Health Centre  
* Dan Skwarchuk, CHE – Winnipeg Regional Health Authority

**MODERATOR:**

* Renata Cook – Nor’West Co-op Community Health Centre

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**Session 8 – Enhancing Health Systems through Governance**  

Room 2H

Ontario chose a regional model that respected the governance of health care providers. For these organizations, this means exploring new ways of working together and new ways of delivering services. As board members and governors of health service providers we all share a few fundamental things: a) an obligation to ensure that our organizations are doing their very best with the limited resources; b) an obligation to ensure that our organizations carry out our missions in a fiscally and ethically responsible way; c) an obligation to understand and mitigate the risks and seize the opportunities. In the Ontario model, governors have the obligation to ensure that their organizations are working more closely together; not only to improve our efficiencies, but to significantly enhance the quality, integration and accessibility of the services they bring to communities.

By taking a “systems view” of health services, governors can redefine and reshape how services will be delivered. This is our greatest opportunity and perhaps our greatest challenge and obligation as directors. The Central West LHIN has worked with the governors of provider organization to explore, share and learn together. During these sessions provider board members were asked how they could be best supported as health system governors. Of the many ideas heard, a common response included “create a website or portal where we can easily learn and share information about each others’ organizations and how to enhance our local governance capabilities”. In collaboration with leading governance experts tng, this pilot website was developed. It is designed as a member based collaborative sharing. In this workshop, participants will have the opportunity to learn from this experience and contribute to its further development.

**PRESENTERS:**

* Joe McReynolds, Mimi Lowi-Young, FCCHSE – Central West Local Health Integration Network  
* Brad Quinn – tng  
* David Lehtovaara – Central West Community Care Access Centre
The explosive growth in knowledge that can be used to guide health care reform has created new challenges for health care leaders. How can meaningful and relevant knowledge be culled from the huge pool of information that is available to benefit relevant populations and transform the health care system? Various frameworks have been created to understand the movement from knowledge to action, acknowledging that a wide range of factors influence this movement. There has been a growing appreciation for the need for activating mechanisms that promote the push and pull of knowledge and create the necessary elements for uptake and action. Social marketing strategies have been recognized as having great importance in moving knowledge forward to action.

This panel discussion will provide an example of a large, national initiative, with a ten-year time course, that has the goal of advancing health care reform in areas of health care (mental health and substance use). Using a case-study methodology, we will describe the key steps and decision-making processes that are necessary to develop and roll out successful initiatives. Discussion will include key challenges and pitfalls that were encountered in creating the various components required to launch these initiatives.

In launching key social marketing and knowledge exchange activities, a number of important lessons were learned. Careful attention to Canada’s unique constellation of Federal, Provincial, Territorial and Municipal jurisdictions was necessary. It was imperative to engage various stakeholder groups who held different perspectives to ensure engagement and avoid creation of silos.

Appropriate structural elements need to be in place to facilitate knowledge to action. In order to be effective in advancing health care reform, approaches that create effective partnerships, including networks and communities of practices, are valuable.

**PANELISTS:**
Elliot Goldner – Simon Fraser University  
Geoff Couldrey, Peter Levesque – Mental Health Commission of Canada

**MODERATOR:**
Sapna Mahajan – Mental Health Commission of Canada

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| 15:30 – 16:00 | NETWORKING BREAK – EXHIBITS AND POSTER VIEWING  
East Concourse and Room 1/13 |
| 16:00 – 17:00 | PLENARY – Skating to Where the Puck is Going to Be  
Room 2-12 |

What will the health care system look like in twenty-five years? Dr. Michael Jackson will provide insight into factors and trends that will influence Canada and the world over the medium and long term. Dr. Jackson will share Shaping Tomorrow’s strategies for successfully planning and implementing the changes required to ensure the success of tomorrow’s health care system and the role of the patient in this journey.

**SPEAKER:**
Michael Jackson – Chairman & CEO, Shaping Tomorrow (UK)

Please refer to page 15 for biography.
17:00 – 18:30  **CHAIRS’ RECEPTION**  
*East Concourse and Room 1/13*  

**John King, CHE**, Board Chair of the Canadian College of Health Service Executives and **Larry Hogue**, Board Chair of the Canadian Healthcare Association, are pleased to co-host a reception for all participants providing an excellent opportunity to meet board members, renew old acquaintances and make new ones.

*Sponsored by: Borden Ladner Gervais*

19:00 – 23:30  **MINI FOLKLORAMA – Celebrating Cultural Diversity**  
*Hall B*

Each year Winnipeg hosts a two-week multicultural festival called **Folklorama**. It is the largest and longest running multi-cultural festival of its kind in the world. Feature countries operate venues which showcase the sights, sounds and tastes of their unique culture.

This event will bring four corners of the world to the National Healthcare Leadership Conference featuring an exciting array of entertainment from several dance troupes who will perform their culture’s traditional dances. A buffet dinner will include a great mix of ethnic foods.

Come celebrate the diversity of Winnipeg in this colourful and entertaining evening!

A limited number of tickets for this evening of networking and entertainment are available for $85 (plus GST). Please purchase your tickets at the Registration Desk prior to 11:00 on Monday, June 7.

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**Tuesday, June 8, 2010**

07:00 – 17:00  **REGISTRATION**  
*South East Concourse*

07:30 – 08:30  **BREAKFAST SESSIONS**  
*(Pre-registration only)*

**Transforming Health With Electronic Health Record Systems**  
*Room 2E*

Due to the work of Canada Health Infoway, whose mandate is to accelerate the development of electronic health record (EHR) systems across the country, Canadians increasingly have first-hand experience with the benefits of EHR systems. That is because many of these systems are supporting improvements in primary health care, pharmaceutical care, diagnostic and laboratory services, wait time reduction and patient safety. As a result, health care providers and patients throughout Canada are seeing an increasingly modernized health system distinguished by improved quality, accessibility and continuity of care, coupled with greater productivity.

Shelley Lipon will provide an overview of *Infoway’s* progress to date and how they plan to speed up the implementation of electronic medical record systems for physicians and integrate points of service for hospitals, pharmacies, community care facilities and patients.

**SPEAKERS:**

*Shelley Lipon – Executive Regional Director, Mid-West, Canada Health Infoway*
Transforming Health: From Silos to Systems

An effective and integrated health system is the goal of leaders, providers and clients.

Working together, governors, managers, health professionals and the Canadian public can ensure high quality care for all.

Contact us in Ottawa to learn more about our solutions to health system challenges.

17 York Street Ottawa ON | K1N 9J6 | www.cha.ca
Join the professional association of choice for Canada’s Health Leaders

Founded in 1970, the Canadian College of Health Service Executives is a national, non-profit, professional association dedicated to developing, promoting, advancing and recognizing excellence in health leadership. Our contribution to the health system and, ultimately to the health of Canadians, is through the leadership excellence of our members.

The College offers a wide range of services including a forum for the exchange of information and leading practices, a career network, the only peer-reviewed journal covering issues in health services management, and an extensive national program of professional development resources and opportunities. Over 3,100 top health leaders take advantage of the comprehensive programs and services while they enhance their professional image, increase their knowledge of health leadership and achieve peak professional growth.

To find out more about the College and how you can join, visit www.cchse.org or contact us at 1.800.363.9056.
How Far Have We Come in Advancing Canada’s Health Care Agenda?  Pan-Am Room
For seven years, Canada has been on a journey to strengthen its publicly-funded health care systems.

Considering the on-going financial investments and commitments of governments since 2003 and 2004, the Health Council takes a retrospective on these agreements and addresses what has been achieved: the impact on our health systems and the health of Canadians in light of the complexities of our health care systems; the appropriate role of government and their health authorities; the responsibility and contributing actions of providers; and the increasing expectations of patients and consumers. We ask: what remains to be done on the next leg of this most important of Canadian journeys?

SPEAKER:
John G. Abbott – Chief Executive Officer, Health Council of Canada

Coming Soon to a Hospital Near You: CIHI Tool to Improve Performance  Millennium Suite
The Canadian Institute for Health Information’s Canadian Hospital Reporting Project is a web-based national quality-improvement tool. The first of its kind in Canada, it will provide interactive and comparative, facility-level information to help hospitals identify where to focus efforts to enhance patient care. The project was initially based on indicators related to clinical care and outcomes and financial performance, but will eventually include measures on patient satisfaction and system integration and change.

Join us for a sneak peak at this new tool and to discuss the use of comparative performance indicators to drive quality improvement.

SPEAKERS:
Jeremy Veillard – Vice President of Research and Analysis, Canadian Institute for Health Information

Achieving Health System Transformation through Leadership Excellence  Room 16
Faced with the driving forces of funding pressures, technological change, demographic impacts on both the workforce and the population being served, combined with increasing public expectations, the health system constantly undergoes significant transformation. There is growing recognition of the importance of leadership excellence in making the transformation successful.

This interactive session will focus on the importance of life-long learning as a leader, the competencies that leaders need to be successful, the College’s role in supporting professional growth and the importance of the Certified Health Executive (CHE) and Fellowship (FCCHSE) certification programs as career milestones. Special focus will be given to the LEADS in a Caring Environment leadership capabilities framework recently adopted by the College.

SPEAKERS:
Ray J. Racette, CHE – President and CEO, Canadian College of Health Service Executives
Victoria Ostler, CHE – Corporate Director, Strategic Alignment, Providence Health Care, Vancouver, BC

MODERATOR:
Marcy Saxe-Braithwaite, CHE – Health Care Consultant, Brampton, ON
07:30 – 08:45  CONTINENTAL BREAKFAST – EXHIBITS AND POSTER VIEWING  (No pre-registration required)  

09:00 – 10:30  PLENARY – They... Them... Those! Communicate and Collaborate Effectively by Leveraging Generational Diversity  

Effective communication is critical for successful collaboration. There are currently five (soon to be six) distinct generations working side by side in health care settings. Each generation has its own perspective, experience and attitude. Cross-generational communication can either be frustrating or exhilarating. Nora Spinks will provide up-to-date information and share proven practices that help to accurately interpret behaviours across generations and reduce intergenerational tension.  

SPEAKER:  
Nora Spinks – Founder and President, Work-Life Harmony Enterprises  

Nora Spinks is President of Work-Life Harmony Enterprises, an international consulting and training firm based in Toronto. For more than 20 years, Ms. Spinks has provided leadership to leading corporations, governments, labour and community groups on work-life issues by focusing on creating supportive work environments, strengthening families and building healthy communities.  

An experienced researcher and consultant, Ms. Spinks has developed and implemented a variety of unique federal, provincial, community and corporate programs focusing on employee health and well-being, family care, workplace flexibility and work-life harmony. As a recognized leading authority on work-life issues, Ms. Spinks is a sought after media contact and is quoted and profiled widely in print and on radio and television nationally. She is regularly quoted in the national and international press, including in the Toronto Star, the Globe and Mail, the National Post and the Wall Street Journal.  

10:30 – 11:00  NETWORKING BREAK – EXHIBITS AND POSTER VIEWING  

11:00 – 12:00  CONCURRENT SESSIONS  

Session 10 – Citizen Engagement  

When citizens are engaged, everyone learns from each other, relationships are built, trust is established and the final outcome is usually improved. Presenters in this session will share their successful citizen engagement initiatives and how the findings have guided planning activities as well as program and policy development.  

ABSTRACTS:  
Share your Story, Shape your Care: Engaging the People of Northwestern Ontario  
Kristin Shields, Gwen DuBois-Wing – North West Local Health Integration Network  

Citizen Engagement – An Innovative Practice to Inform the Development of Community Health Teams  
Shannon E. Ryan – Capital Heath  

‘Asking for a Little Neighbourly Advice’, Community Conversations on ‘Our Health’  
Mary Russell, FCCHSE, Lynn Lowe – Capital Heath
Session 11 – Effectiveness of Intervention

Evaluation of interventions to determine their effectiveness and returns on investment is an important issue. This session will demonstrate how various initiatives have helped to improve collaborative practices, and achieve potential cost savings. Lessons learned from the development of a successful provincial wait time system will also be shared.

Abstracts:

Improving Patient Flow - An Integrated Approach
Trish Bergal – Winnipeg Regional Health Authority

Optimal Technology Use and Your Bottom Line
Barb Shea – Canadian Agency for Drugs and Technologies in Health

Effecting Clinical Change: A Proven Provincial Approach
Claudia Zanchetta, Reza Canoy, Stephen McAteer – Cancer Care Ontario

Session 12 – Partnerships

Teams working together to achieve a common goal or undertake a specific task can be the foundation for success. This session will highlight lessons learned, strategies to manage the potential tensions of partnerships to increase collaboration, processes and organizational responsibilities, education and communication necessary to deliver innovative projects and achieve successful outcomes.

Abstracts:

Partnerships Working Together – The Research to Action: Applied Workplace Solutions for Nurses Project
Arlene Wortsman – Research to Action Project
Linda Silas – Canadian Federation of Nurses Unions

Public/Private Partnerships (PPP) to Provide Residential Care to the Elderly: The Challenges of Collaboration
Linda August, CHE – Maimonides Geriatric Centre

Regional Partnership Achieves Timely Access to Care for ST Elevation Myocardial Infarction (STEMI)
Ruth H. Foggett, Judy Underwood-Wiens – Trillium Health Centre

Session 13 – Integration and Collaboration

Collaborative leadership promotes and generates cooperation among leaders to achieve a collective outcome; fosters the development of a common vision and creates a unified leadership team that get results. This session will focus on change management structures, leadership culture transformation and tools to lead high integrity organizations.

Abstracts:

Resource Matching and Referral Program: Change Management Strategy and Unprecedented Collaboration Leads to Multi-Sector Implementation and Benefits
Mark Casselman, Shiran Isaacksz, Cheryl Chui – University Health Network

Leadership Culture Transformation: From Silos to Systems
Bonnie Adamson, FCCHSE, Karyn Popovich, CHE – North York General Hospital

High Integrity Organizations - Who is Responsible for Ethical Leadership and Value-Based Practices?
Marcy Saxe-Braithwaite, CHE – Health Care Consultant, Brampton
Session 14 – Knowledge Transfer

Knowledge transfer can help individuals and groups to share valuable organizational insights, to reduce redundant work, to avoid “reinventing the wheel” and to assist in change management initiatives. Presenters in this session will share their experiences with knowledge sharing, how it fosters innovation and can contribute to the development of new strategies, systems and products.

ABSTRACTS:
System Managers Assist with Interpreting New ALC Data
Jenny Lineker, Tracy Johnson – Canadian Institute for Health Information

Managing Health Care Innovations: A UK Perspective
Nigel Sansom – NHS National Innovation Centre, UK

What Does Success Look Like in Primary Care? Would We Know It If We Saw It?
Lee Hall, CHE, Judith A. Krajnak – Alberta Primary Care Initiative-Project Management Office

Session 15 – Public Expectations

Canadians have high expectations when it comes to the health care system; they want access to the system, minimal wait times, better care and involvement in the decision-making process. Portability and accessibility of hospital care, equity in ambulatory care and leveraging opportunities for integration with the system will be the focus of this session.

ABSTRACTS:
Have Health Card Will Travel: Portability and Accessibility of Hospital Care in Canada
Kira Leeb, Heather Dawson, CHE, Shafagh Fallah, Michelle Martin-Rhee – Canadian Institute for Health Information

Selecting the Right Dance Partner: Leveraging Opportunities for Integration within the Health Care Sector
Susan M. Owen, CHE – Blackstone Partners
Peter Tsasis, CHE – York University
Jenna M. Evans – University of Toronto

Session 16 – Governance

Effective governance is an essential component of a well-functioning health care system and depends on transparency, accountability and equality in ways that are responsive to the needs of people. In this session, presenters will discuss public stewardship, managerial competence and regionalization in Canada and a network of inter-organizational alliances with shared governance functions.

ABSTRACTS:
Public Stewardship, Managerial Competence and Regionalization in Canada
Wallace S. Lockhart, Gregory P. Marchildon – University of Regina

Community Governance for Health Care
Brian Hart – Former Chair of the Board of the Whitby Mental Health Centre
Glenna Raymond, CHE – Ontario Shores Centre for Mental Health Sciences
Patricia J. Bradshaw – York University
**Session 17 – Integrating Knowledge into Decision-Making: EXTRA Interventions**

Room 2H

As the scale, complexity and focus on quality of integrated services increases so do skills and strategies required to lead this complex change. Fellows from the Executive Training for Research Application (EXTRA) Program will present three evidence-informed service integration change initiatives: Ambulatory Care Redesign at UHN, Minimizing Functional Decline in Older Adults during Acute Hospital Admissions at Providence Health, and Pre&Post Hospital Notification: Improving Aboriginal Patient Outcomes at Winnipeg Regional Health Authority.

**Panelists:**

*Jacqueline Nobiss – Winnipeg Regional Health Authority*

*Sarah Downey, CHE – Princess Margaret Hospital*

*David Thompson – Providence Health Care*

**Moderator:**

*Terrence Sullivan – Cancer Care Ontario*

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**12:00 – 13:30**

**Luncheon**

Hall B

Presentation of 3M Health Care Quality Team Awards

*Sponsored by: 3M Health Care*

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**13:45 – 15:15**

**Concurrent Sessions**

**Session 18 – Collaboration**

Millennium Suite

Interprofessional collaboration is reaching new levels of interest related to the health care system. This session will focus on strategies used in designing and implementing primary care networks and provide examples of two successful collaborative efforts created during a recent health care crisis.

**Abstracts:**

*Strategies for Successful Collaboration with Fee for Service Providers in the Development of Primary Care Networks*

*Ingrid M. Botting, Sheldon Permack – Winnipeg Regional Health Authority*

*The Diamond in the Rough - The Disintegration of Silos through Pandemic Planning*

*Trish Bergal, Lynda Tjaden, Sande Harlos – Winnipeg Regional Health Authority*

*Creating Collaboration Out of Chaos: The Experience and Evolution of the Cardiac Care Network*

*Jim Pagiamtzis, Kori Kingsbury – Cardiac Care Network of Ontario*

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**Session 19 – Quality and Efficiency**

Pan-Am Room

The changing nature of today’s health care organizations has forced health care professionals to re-examine how they evaluate their performance. This session will feature presentations on lessons learned in the development of a health equity framework, the use of performance indicators to evaluate the effectiveness of integration of care, a collaboration model for maximizing improvements in alternate level of care and a primary care renewal initiative.

**Abstracts:**

*The Development of a Health Equity Framework - Lessons Learned*

*Diamond Watson-Hill, CHE – SIMS/University Health Network*

*Katherine J. Henning – University Health Network*

*Using Performance Indicators to Inform Integration of Patient Care*

*Jeanie Lacroix, Jennifer D’Sylva – Canadian Institute for Health Information*
The health care system in Canada is becoming more complex resulting in greater demand on acute care hospitals. Improving patient flow will ensure that hospital beds can be freed up in a timely manner for those patients who require acute care. The ability of an organization to make improvements relies on the organization’s skill to engage staff in the process. Nursing administrators must establish mechanisms that promote a climate for change for staff. In an effort to improve patient flow within the Adult Acute Care City Hospitals of Eastern Health, a Patient Flow Study was conducted. Many of the recommendations intersect several health care providers, programs and sectors, including community health and long term care. The co-chairs of the Patient Flow Steering Committee developed a conceptual framework to assist the working groups for each program’s patient flow recommendations. This presentation will describe how the framework will be used to successfully achieve change and staff engagement that will lead to improved patient flow. The presentation will outline how this strategy was used to overcome resistance and incorporate shared learning in system processes.

**Panelists:**
Elizabeth Kennedy, Janet Templeton – Eastern Health

**Moderator:**
Elizabeth Kennedy – Eastern Health

A “perfect storm” is upon us in Canada and Saskatchewan. We’re investing an ever-increasing amount of public dollars in health care, but gaps in quality persist. System-Wide quality improvement (QI) involving all decision-makers, providers and patients remains an elusive goal. Our experience to date and growing knowledge of transformed systems elsewhere tell us that high-performing health care systems share the following attributes: strong leadership for quality at the policy, governance, management, and front-line levels; system capacity to manage change; effective quality improvement teams; coordination of priorities and assignment of responsibility for quality across jurisdictions; existence of policies that support QI; an information technology infrastructure to support quality; and, public accountability, based on accurate knowledge of quality in the system. Pursuit of a health care system that matches or exceeds the best quality achieved anywhere and where improvements are broadly spread and sustained will require vision, a significant commitment of resources, hard work, and perseverance. Most importantly it will require the collective engagement of decision-makers, providers, and patients. This panel presentation will include four presentations: (1) a brief overview of the Health Quality Council’s efforts to date on its Accelerating Excellence initiative; (2) a RHA CEO’s perspective on her journey with applying a leadership framework focused on quality and the challenges and opportunities facing health regions in Saskatchewan in delivering safe, patient-centred, timely, and efficient care; (3) a clinician’s perspective on what engaging
clinicians in quality improvement and system transformation means; and (4) the Ministry of Health’s role and responsibility in ensuring citizens of this province receive the highest quality, affordable health care. Panel members will discuss from their various perspectives how collectively the Saskatchewan health care system is striving to put patients first.

**Panelists:**
- Dan Florizone – Ministry of Health (Saskatchewan)
- Cecile Hunt – Prince Albert Parkland Health Region
- Susan Shaw – Saskatoon Health Region

**Moderator:**
- Bonnie Brossart – Health Quality Council (Saskatoon)

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**Panel 22 – Effective Governance for Quality and Patient Safety**

At the 2009 National Healthcare Leadership Conference, a progress report was provided on a major research project on governance for quality and patient safety co-commissioned by the Canadian Patient Safety Institute (CPSI) and the Canadian Health Services Research Foundation (CHSRF).

Resulting from this research report, CPSI and CHSRF are continuing to work together to support boards in their efforts to improve governance for quality and patient safety. The Effective Governance for Quality and Patient Safety education program and toolkit have been developed to help boards understand and implement effective governance practices. These resources are designed for people involved with boards of health care organizations – including board members, CEOs and health care executives – and focus on improving quality, performance, and patient safety through the use of evidence.

This session will involve presentations on the experiences gained from the educational forums. It will also include a demonstration of how health organizations can use the website of the Community for Excellence in Health Governance to support their work in the governance of quality and patient safety.

**Panelists:**
- Kevin Barclay – Canadian Health Services Research Foundation
- Thomas Philpott, CHE – Community for Excellence in Health Governance
- Laurel Taylor – Canadian Patient Safety Institute

**Moderator:**
- Jim Nininger – Community for Excellence in Health Governance
Session 23 – Creating Innovative Community Partnerships to Address the Socio-Economic Determinants of Health: Integrating Resources and Services to Improve Outcome

This workshop will introduce participants to the concept of community collaboration and interdisciplinary problem solving in the health care setting. Professionals deal with poverty and illness in silos without a coordinated approach to problem solving. These social problems can be addressed by creating a medical-legal collaboration to improve health and coordination among health care and other providers. The model for the workshop is a medical legal partnership involving children. The premise is that by combining the health care expertise of hospital professionals with the legal expertise of lawyers, resulting coordinated services provide a more holistic and integrated approach to addressing the multiple determinants of health.

Participants will learn to devise and implement a plan to develop, fund, evaluate, and sustain a community collaboration that provides a comprehensive community approach to serving patients in an integrated partnership. The workshop is designed to stimulate participants to look beyond their institutions toward the community by partnering with other organizations with which they share common goals and with whom collaboration is likely to result in positive outcomes for the populations they serve. Participants will be challenged to identify community entities with which to partner and to develop an action plan to leverage change.

Participants will experience interactive exercises designed to transmit the process of creating a community collaboration, including evaluating institutional strengths and community resources, identifying and approaching partners and identifying good will, formalizing partner roles and responsibilities, developing funding resources, and identifying, measuring and evaluating outcomes and human subject research protocols.

At the conclusion of the workshop participants will have tools to develop their own community collaboration designed to integrate access to health care and other services that impact the social determinants of health and well-being.

Presenters:
Sylvia B. Caley – Georgia State University
Robert Pettignano – Emory University

East Concourse and Room 1/13
PLENARY – You’ve Seen the Future: Now What?  

To wrap up our conference, futurist Richard Worzel will tackle the difficult question of how conference delegates can implement and integrate what they have learned.

Drawing on his consulting experience with private sector corporations and governments alike, Mr. Worzel will show delegates how to:

• Assess the possible futures ahead;
• Consider what actions would be appropriate to deal with them;
• Decide which future will come to pass;
• Define the future delegates would like to have happen; and finally,
• Determine how to get from “now” to the future delegates would like to have.

In addition to introducing these techniques, Mr. Worzel will also provide a handbook developed over a period of years that will allow delegates to put these tools into practice in their own organizations. The end result is that delegates can use conference learnings to improve tomorrow’s results.

PRESENTER:  
Richard Worzel – Leading Forecaster and Futurist

Leading forecaster and futurist Richard Worzel challenges organizations to examine and plan for the future.

Changes in politics, technology, leadership, demographics and economics are altering the face and pace of business.

Those who are prepared will prosper, while most organizations will flounder or fall by the wayside. Mr. Worzel offers organizations the ability to understand future changes, equipping them with the necessary tools to leverage those changes and dominate their industry.

When it comes to presentations, Mr. Worzel is known for his professionalism, enthusiasm and versatility. His presentations are practical, thought-provoking, and entertaining, regardless of the type of industry. Whether it is in a major keynote speech to an audience of two thousand, or an intimate workshop for five, he has proven to be a speaker versatile enough for any audience.

A Chartered Financial Analyst, Mr. Worzel is also a best-selling author of Who Owns Tomorrow? and frequent media commentator on business and economic trends.
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### Poster Sessions

Posters will be displayed in the East Concourse from 07:30 – 18:30 on Monday and from 07:30 – 15:45 on Tuesday. Presenting authors are identified in bold and will be available during networking breaks to answer questions. Posters are presented in the language of submission.

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors/Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Transformative Journey: An Innovative Interprofessional Collaboration to Affect Excellence in Wound Care Management</td>
<td>Vidhya Sivanantham, Peggy Gairy, Sharon Abramson – Toronto Rehabilitation Institute</td>
</tr>
<tr>
<td>Addressing HAI from a Systemic Direction</td>
<td>Stephen Urquhart, CHE – BD</td>
</tr>
<tr>
<td>CIHI is Leading Enhancements to Primary Health Care (PHC) Information Across Canada to Support Chronic Disease Prevention</td>
<td>Greg Webster, Patrician Sullivan-Taylor, Maria Zaccaria Cho – Canadian Institute for Health Information</td>
</tr>
<tr>
<td>Coordinated Access Project</td>
<td>Peter G. Kennedy – Hotel Dieu Hospital/Kingston General Hospital</td>
</tr>
<tr>
<td>Community Health Assessment: Working Together for Better Evidence</td>
<td>Della Beattie – Manitoba Health</td>
</tr>
<tr>
<td>Creating a Health System Design Blueprint - Setting the Stage for Health System Transformation</td>
<td>Kelly Gillis – South West Local health Integrated Network</td>
</tr>
<tr>
<td>Creating Efficiencies in Health Care: An Innovative Approach to Implementation in the Emergency Department</td>
<td>Patti-Jean Naylor – University of Victoria</td>
</tr>
<tr>
<td>Family Medicine – The Next Generation</td>
<td>Leslie A. Sorensen, CHE, Lynn Wilson, Philip Ellison, Margaret Bucknam – University of Toronto</td>
</tr>
<tr>
<td>Help Us Help You - A Community Health Unit</td>
<td>Stephanie A. Conidis – Capital District Health Authority</td>
</tr>
<tr>
<td>Informing Policy through a Case Study and Regional Scan: Stakeholder Experiences with Interprofessional Collaborative Teamwork in Health Care</td>
<td>Dana Cross, Tracy Gierman, Maureen O’Connor – Academic Health Council-Champlain Region</td>
</tr>
<tr>
<td>Interior Health Perioperative Lean</td>
<td>Karen Kowal, Nancy Thomas – Interior Health Authority</td>
</tr>
<tr>
<td>Investing in IT as a Strategic Enabler</td>
<td>Liz Peloso – Deloitte</td>
</tr>
<tr>
<td>Is Canadian Health Care Governance in Crisis?</td>
<td>Nicola Morris, CHE – Revera Inc., Royal Roads University</td>
</tr>
</tbody>
</table>

*Poster Sessions • June 7 – 8, 2010 • National Healthcare Leadership Conference*
Leading and LEANing – An Experiment in Process Improvement Training at Health Sciences Centre, Winnipeg

Susan Morrow – Health Sciences Centre, Winnipeg

Lessons Learned Piloting Primary Health Care (PHC) Electronic Medical Record (EMR) Content Standards: Areas of Opportunity to Support Quality Care

Patricia Sullivan-Taylor, Shaheena Mukhi, CHE, Michelle Martin-Rhee, Greg Webster – Canadian Institute for Health Information

Managing Complexity - Creating an Evidence-Based Professional Practice Model through Engagement

Anne Neufeld, CHE, Phyllis Goertz, Richard Dagenais – Saskatoon Health Region

Alana Ferguson, Beth Horsburgh – University of Saskatchewan/Saskatoon Health Region

Overcapacity: A System Wide Issue!

Lynne Julius, Joy Bevan – Grand River Hospital

Partners in Integration Creating Better Care for Long Term Care Residents

Mary Jane McNally, Annabelle Bandurchin – Toronto Western Hospital, University Health Network

Patient Wait Time Guarantee Pilot Project for the Prevention, Care, and Treatment of Foot Ulcers in Manitoba First Nations

Tracy Scott – Saint Elizabeth Health Care
Mabel Lena Horton – Assembly of Manitoba Chiefs

PRIME: A Health Centre for Seniors

Jo-Ann Lapointe McKenzie, Judy Ahrens-Townsend, Frank Krupka – Winnipeg Regional Health Authority

Promoting Quality, Patient Safety, and System Integration: Strengths and Areas of Development Identified Through Accreditation

Jonathan I. Mitchell, Christopher Dean – Accreditation Canada

Smarter Decisions… Stronger Health Systems

Sara Viinalass-Smith, Jessie Checkley – Canadian Health Services Research Foundation

The Future of Medical Education in Canada (FMEC): A Collective Vision for MD Education

Roona Sinha – BC Children’s Hospital
Nick Busing – The Association of Faculties of Medicine of Canada
Jim Rourke – Memorial University of Newfoundland

The Importance of Leadership and Supervision on Quality of Care

Rein Lepnurm – University of Saskatchewan

The Latest Health Indicators: Take a Pulse of the Canadian Health Care System

Eugene Wen – Canadian Institute for Health Information

The Rolling-Out of a Case Weight Grouping Methodology across Clinical Programs at a Rehabilitation Teaching Hospital: Process and Outcomes

Desa Marin, Boyan Kovic, Karima Velji, CHE – Toronto Rehabilitation Institute
Diamond Watson-Hill, CHE – University Health Network

Understanding the Patient’s Perspective of Emotional Support in Order to Significantly Improve Overall Patient Satisfaction

Jatinder Bains, CHE – West Park Health Care Centre
Keith Adamson – Women’s College Hospital
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